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Leader-member relationship: The mediation and moderation effects of person-environment fit in a Chinese culture

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Abstract

With a focus on Chinese culture, this study investigated (1) the mediation effect of person-supervisor fit on the relationship between leader-member relationships (leader-member exchange and guanxi) and employee outcomes (organizational commitment, supervisory commitment, and intent to quit), (2) the comparative effects of leader-member exchange and guanxi on person-supervisor fit and outcomes, and (3) the moderation effect of person-organization fit on the relationship between person-supervisor fit and employee outcomes. The results show that person-supervisor fit served as a mediator between leader-member exchange/guanxi and employee outcomes. Besides, the predictive effect of guanxi on supervisory commitment was higher than that on organizational commitment. However, compared with guanxi, LMX had a stronger effect on person-supervisor fit. At last, this study also found that person-organization fit moderated the effect of person-supervisor fit on employee's intent to leave. ABSTRACT FROM AUTHOR Copyright of Academy of Management Proceedings is the property of Academy of Management and its content may not be copied or emailed to multiple sites or posted to a listserv without the copyright holder's express written permission. However, users may print, download, or email articles for individual use. This abstract may be abridged. No warranty is given about the accuracy of the copy. Users should refer to the original published version of the material for the full abstract.